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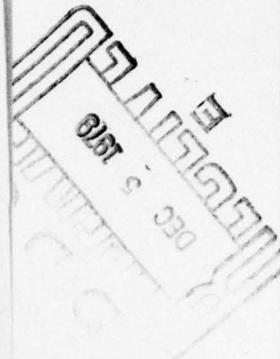
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9 Employee Reactions to Performance Appraisal  
as a Function of Subordinate and Manager Sex.

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20. ABSTRACT (Continue on reverse side if necessary and identify by block number) The influence of sex of manager and sex of subordinate on subordinate's reactions to the performance appraisal process was examined within a multivariate framework. Employee survey data relating to general supervision, favoritism, performance ratings, and performance appraisal indicated there were no differences in subordinate reactions due to sex of manager or sex of subordinate. Suggestions for future research are offered.		

### Employee Reactions to Performance Appraisal As a Function of Subordinate and Manager Sex

The influence of sex of manager and sex of subordinate on subordinates' reactions to the performance appraisal process was examined within a multivariate framework. The hypothesis of sex effects was not supported. Suggestions for future research are offered.

Increasing numbers of women are pursuing management careers. As a result, it is becoming more common to find office situations where women supervise male subordinates in addition to female subordinates.

One question that has received attention in this regard concerns employee reactions to women managers. Given the pervasive existence of sex-characteristic stereotypes and sex-role stereotypes, we might expect to find different subordinate evaluations and responses as a function of the sex of the manager. Research has shown that this does indeed happen, although the overall pattern of results is somewhat inconsistent. Hansen (1974) found that even though there were no mean differences on subordinate ratings of leader support behaviors and goal facilitation behaviors due to manager sex, employees of both sexes were more satisfied if their manager were a man rather than a woman. Similarly, Petty and Lee (1975) and Petty and Miles (1976) found that the correlation between subordinate ratings of consideration behaviors and subordinate satisfaction was significantly greater for divisions with managers who were women rather than men. In contrast, the correlation between ratings of initiating structure behaviors and satisfaction was significantly greater for divisions with managers who were men rather than women. These and other studies (Haccoun, Haccoun, & Sallay, 1978; Rosen & Jerdee, 1973) indicate

that subordinates working for managers who are women respond differently than subordinates working for managers who are men.

Other research indicates, however, that differential reactions by subordinates to men and women managers may be methodological artifacts (Terborg, 1977). Adams (1978) and Osborn and Vicars (1976), for example, found little evidence of differential subordinate reactions to men and women managers when they controlled for job level and type and for manager and employee demographics such as age, education, and tenure.

It should be noted that much of the research in this area has examined subordinate satisfaction as a function of manager sex, subordinate ratings of manager consideration, and subordinate ratings of manager initiating structure. Szilagyi (in press) suggests that the effects of sex stereotypes may be most salient when such global managerial and leadership constructs are used. In a break from these designs, he investigated the relationship between specific manager reward behaviors, as perceived by their subordinates, and subordinate reactions of job satisfaction, goal attainment, and absences. He found no evidence of differential reactions due to sex of the manager or of the subordinate, and concluded that future research should examine specific managerial behaviors as opposed to general leadership dimensions.

Taking Szilagyi's advice, the present study was conducted in an attempt to investigate subordinate reactions to performance appraisal as a function of sex of the subordinate and sex of the manager. Past research on women in management has not focused on this critical aspect of manager-subordinate interaction. Therefore, in terms of building a data base of knowledge on women managers, it would be useful to study reactions to performance appraisal. But, in contrast to Szilagyi's suggestion that stereotypes may be most likely displayed when global dimensions are studied, we believe that perform-

ance appraisal represents a specific situation where the effects of sex-role stereotypes may be especially evident. First, past research on performance appraisal indicates that both subordinates and managers are uncomfortable during this period (Meyer, Kay, & French, 1965; McGregor, 1957). The awkwardness of the sex-role reversal where a woman manager must evaluate the performance of a male subordinate may heighten the tension of both parties. Second, Greller (1978) found that subordinate feelings of participation and ownership were associated with greater satisfaction and perceived usefulness. But, if male subordinates perceive a woman manager's offer of participation as a weakness or as a lack of desire to take direction, the perceived utility of the performance appraisal may be diminished. Finally, male and female subordinates of women managers may be sensitive to perceptions of favoritism. It is not unreasonable to envision a situation where male subordinates would be concerned about a woman manager's desire to support the progression of other women into management positions. On the other hand, female subordinates may be concerned that a woman manager will "bend over backwards" to avoid confrontation with male subordinates and, as a result, female subordinates might feel that they will be evaluated more critically. Perceptions of favoritism are important because Lawler (1967) has shown that in order for performance appraisal to be successful, subordinates must have confidence in the fairness of the manager.

In summary, past research on employee reactions to women managers has focused on rather general constructs of leader behavior. It is suggested that future research be more definitive in topics of investigation. Reactions surrounding performance appraisal would seem to be an area of particular interest because the uneasiness of the situation may be exacerbated by the reversal in expected sex-role behavior.

## METHOD

### Overview

Data were made available from a Fortune 500 company that had recently administered a professionally developed employee attitude survey. Included in the survey were 26 items that pertain to employee reactions to performance appraisal and leadership. Although responses to the survey were anonymous, it was possible to identify the job code, sex, race, and tenure of the subordinates as well as the sex of the subordinates' managers. No independent data from the managers were available.

We recognize the shortcomings of using archival survey data as opposed to data collected for a specific research purpose. In this case, however, we believe that the available data have merit in so far as the survey was constructed and administered in a highly professional manner, and it was possible to control for job type and subordinate race and tenure. These data then allow for an efficient and initial investigation into the question of subordinate reactions to performance appraisal as a function of subordinate and manager sex. The results might be expected to generalize to other similar organizational settings, and they have the potential to direct future research.

### Sample

The sample consisted of general office employees who had the same major job code. This sample was chosen because it allowed for control of job type and because it provided an adequate number of male and female subordinates working for men and women managers. There were 296 female subordinates and 35 male subordinates working under women managers and 111 female subordinates and 21 male subordinates working under men managers. Although the sample sizes were not equal, they do represent the overall sex distribution of employees in this organization in this office job.

Analyses of subordinate race and tenure indicated no differences as a function of subordinate sex and manager sex. Therefore, the results were not confounded by subordinate race or tenure differences.

#### Assessment of Subordinate Reactions

The authors examined the attitude survey and selected 26 Likert-type items that dealt with performance appraisal. These items were analyzed using principle components with varimax rotation in an attempt to reduce the original set of items into a more interpretable set of dimensions. A four component solution that accounted for 86 percent of the total variance was chosen. The first component accounted for 55 percent of the variance and included six items that seemed to assess general supervision. A sample item from this component is: "Do you ever have the feeling you would be better off working under a different supervisor?" The second component accounted for 12 percent of the variance. This component consisted of two items and dealt with self-ratings of performance. One item asked for a self-rating and the other item asked for how the subordinate thought their manager rated them. A sample item is: "As far as you know, how is your present job performance rated by your supervisor?" The third component accounted for 10 percent of the variance and consisted of two items. This component dealt with subordinate understanding of the performance appraisal. A sample item is: "I have a good and complete understanding of how my supervisor goes about evaluating my job performance." The final component accounted for 9 percent of the variance and it also consisted of two items. This component dealt with fairness of supervision. A sample item is: "Does your supervisor play favorites?" Analyses were conducted on component scores. Component scores consisted of the average of z-scores for the items defining each component with a high score indicating a favorable response. Raw scores were

converted to z-scores because some of the items had four response alternatives whereas other items had five response alternatives.

#### RESULTS

A 2 x 2 MANOVA design was used to assess the effects of subordinate sex and manager sex on subordinate reactions to performance appraisal. Sex of the subordinate and sex of the manager were the independent variables and the four component scores were the dependent variables.

Means, standard deviations, and both univariate and multivariate results are presented in Table 1. The MANOVA results were non-significant for sex of

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Insert Table 1 about here  
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subordinate effects,  $F(4,456) = 1.66$ ,  $p = .16$ ; sex of manager effects,  $F(4,456) = 1.92$ ,  $p = .11$ ; and for the interaction,  $F(4,456) = 0.99$ ,  $p = .41$ . These results indicate that sex of subordinate and sex of manager had little impact on the set of component scores that were generated in this study.

It is standard procedure with MANOVA to examine univariate effects only when the MANOVA results are significant. We have, however, chosen to report the univariate effects in Table 1 because of the exploratory nature of this study. The only variable found to be significant at the univariate level was the component that dealt with evaluation understanding. There were significant effects for sex of subordinate,  $F(1,459) = 5.97$ ,  $p = .02$ ; sex of manager,  $F(1,459) = 4.75$ ,  $p = .03$ ; and the sex by sex interaction,  $F(1,459) = 3.96$ ,  $p = .05$ . Examination of cell means indicates that these results were due to the relatively low scores of male subordinates working under male managers.

Finally, inspection of item raw score means indicated that responses were above the midpoint toward the favorable end of the response alternative

scale. This is important because scores being uniformly negative would have different implications than scores being uniformly positive.

#### DISCUSSION

Bartol (1978) and Terborg (1977), in their reviews of the literature on women in management, suggested that methodological problems may account for some of the past research results that have shown differential subordinate reactions to men and women managers. Failure to control for other possible causal variables, use of only a limited set of dependent measures, and the artificiality of some laboratory experimental manipulations were among those reasons cited.

The present study, although based on archival survey data, did control for job type, race, and tenure of the subordinates, it utilized data from actual employees, and it focused on a specific aspect of manager-subordinate interaction that was thought to emphasize effects of sex-role stereotypes.

Whereas the failure to find differential subordinate reactions as a function of subordinate and manager sex is inconsistent with a body of past research, the results are consistent with a different body of research that used more thorough designs. Adams (1978), Osborn and Vicars (1976), Szilagyi (in press) and the present study demonstrate that in controlled field investigations the presumed effects of sex stereotypes may be overstated. Furthermore, these studies employed respondents from different job categories and from different organizational levels. It would appear that these results, when taken together, have considerable generalizability.

Of interest, the only significant effect found in the present study involved male subordinates working under male managers. These subordinates responded least favorably to evaluation understanding. This result is difficult to interpret in terms of the sex-stereotype literature. As office

employees in this sample tended to be female, there is the possibility that males would be dissatisfied in these positions. Yet, if this were so, male subordinates under female managers would also be expected to respond unfavorably, which they did not.

Perhaps the lack of statistical significance in the present study has practical significance for understanding reactions to women managers. Little attention is paid to subordinate sex when men are managers. After all, it is common for men to supervise employees of both sexes. Also, it is common for women to supervise other women. But, the atypical situation is when women supervise men. Supposedly something happens that makes it difficult for women to lead and for men to follow. We are beginning to believe that in practice, such problems do not occur with the frequency that once was thought. Even in the critical context of performance appraisal, male and female subordinates did not report favoritism, they did not differentially evaluate their own performance, and they did not differentially evaluate their supervisor as a function of whether their supervisor was a man or a woman.

We are not saying that research on women managers and on subordinate reactions to women managers is no longer necessary. There are areas where research is needed. And, as stated earlier, the performance appraisal process certainly would seem to be one where manager and subordinate sex should be examined. The real question, however, may not be the effect of sex per se, but the effects of factors that covary with sex. If women are thrust into management positions without proper training and experience, and qualified men are passed over for promotions because of compliance with EEO regulations, there will be problems. Conceptualized in this way, research questions change from sex of manager and sex of subordinate to perceptions of equity in promotion and blocked career pathways. Unfortunately, data were unavail-

able to address these and other questions such as managers' perceptions of subordinate performance and managers' handling of the actual performance appraisal meeting. Future research might consider some of these issues.

In conclusion, the present study represents a first look into subordinate reactions to performance appraisal with subordinate and manager sex as independent variables. The lack of effects is consistent with some past research and data are accumulating that suggest that sex-stereotypes may not have as great an impact as previously thought. The use of archival survey data and the availability of responses from only subordinates are limitations with the present study. Nevertheless, it was possible to control for some situational and demographic factors that might otherwise have biased the results. It was suggested that future research consider causal variables that covary with sex rather than looking at sex alone. We agree with Szilagyi (in press) when he says women managers should be seen as professionals who happen to be women, rather than women who happen to be professionals. If future research on men and women managers is conducted with this in mind, we may learn more about management. Limiting our attention to only manager and subordinate sex may be an inefficient design strategy.

FOOTNOTE

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Table 1

## Means, Standard Deviations, and Test Statistics by Sex of Subordinate and Sex of Manager

Dependent Variables <sup>a</sup>	Sex of Manager						Univariate Test Results <sup>b</sup>		
	Male		Female						
	Sex of Subordinate		Sex of Subordinate		Subordinate	Manager	Interaction	Subordinate	Manager
	Male	Female	Male	Female				Sex	Sex
Component 1: General Supervision	$\bar{X}$ .34	.02	-.06	.03				$F=3.26$	$F=1.37$
	S.D. .93	.78	.89	.84				$p=.07$	$p=.24$
Component 11: Performance Ratings	$\bar{X}$ .00	.15	-.14	-.04				$F=0.83$	$F=1.53$
	S.D. 1.03	.86	.90	.92				$p=.36$	$p=.22$
Component 111: Evaluation Understanding	$\bar{X}$ -.54	.01	-.02	.04				$F=5.97$	$F=4.75$
	S.D. .96	.87	.93	.81				$p=.02$	$p=.03$
Component IV: Manager Favorites	$\bar{X}$ -.17	.07	-.04	-.01				$F=1.29$	$F=0.05$
	S.D. .85	.85	.83	.78				$p=.26$	$p=.83$

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